

COMMUNITY & ADULT SERVICES SCRUTINY COMMITTEE

3 JUNE 2015

Present: County Councillor McGarry(Chairperson)
County Councillors Carter, Lomax, Sanders and
Graham Thomas

1 : APPOINTMENT OF CHAIRPERSON

It was noted that at the Annual meeting of Council held on 21 May 2015, Councillor Mary McGarry was appointed as Chairperson of this Committee.

2 : MEMBERSHIP OF COMMITTEE

It was noted that at the Annual meeting of Council held on 21 May 2015, Councillors McGarry (Chairperson), Joseph Carter, Susan Goddard, Chris Lomax, Eleanor Sanders and Graham Thomas were appointed as Members of this Committee. (3 vacancies remain).

3 : TERMS OF REFERENCE

RESOLVED: To agree the Terms of Reference of the Community and Adult Services Scrutiny Committee.

4 : APOLOGIES FOR ABSENCE

Apologies were received from Councillor Goddard and Councillor Thomas advised he would be late.

5 : DECLARATIONS OF INTEREST

The following declaration of interest was received:

Councillor Sanders - Personal Interest – Councillor Sanders manages a family member's Domiciliary Care via Direct Payments.

6 : 2015/16 DRAFT BUSINESS PLANS COMMUNITIES, HOUSING & CUSTOMER SERVICES AND HEALTH & SOCIAL CARE

The Chairperson welcomed Councillor Susan Elsmore Cabinet Member Health Housing and Wellbeing; Sarah McGill Director Communities Housing and Customer Services; Jane Thomas Assistant Director Communities Housing and Customer Services; Amanda Phillips Operational Manager, Learning Disabilities; Nick Blake Senior Business Officer Customer Services and Andy Cole Operational Manager Mental Health Services to the meeting.

The Chairperson invited the Cabinet Member to make a statement in which she welcomed Councillor McGarry as the new Chair of the Committee and paid credit to her predecessor Councillor Groves who had provided a very interesting rigorous and robust scrutiny experience which she hoped would continue. Councillor Elsmore

stated that there would be two presentations provided today and that Members will see synergy between both business plans going forward. Councillor Elsmore added that the redesign within her portfolio was working really well.

Members were provided with a presentation on the Draft Communities Housing and Customer Services Directorate Delivery Plan 2015/2016; which included information on Line of Sight, Directorate Responsibilities; Key Corporate Indicators; Areas for Scrutiny to Consider; Achievements and 'What we will do'.

The Chairperson thanked officers for the presentation and invited questions and comments from Members:

- Members asked in relation to the performance measures in the Plan, how confident officers were with non specific evidence, that the business plan would deliver what they wanted it to. Members considered that the measures were not as outcome focussed as they could be and cited the Delayed Transfer of Care indicators as an example. Officers explained that there were a myriad of reasons for the delay in transfer of care, visible information was needed; a number of interventions should and could have happened early on; was the request received, was it timely etc. and then you need to be able to drill down to the individual action. Performance Management points are for a whole range of services, it's difficult to have something so specific, so it has to be a top level to start with, a figure, and then drilled down. Members sought clarification of their understanding of this in that the performance measures are a summary headline, and then systems are in place to enable drill down and systems in place for teams and individuals for them to deliver the main outcome, then evidence is available. Officers agreed this understanding was correct.
- Members asked whether targets were rigorous enough at this stage, and whether there was enough ambition given that a lot of the targets are the same as 2014-15 or whether services were pushed so targets were not adjusted much. Members were also concerned that targets for 2016/17 seem to be cut and pasted from 2015/16. Officers explained that in relation to Housing, the targets for 2016/17 were notional at the moment as there would be changes to homelessness. In relation to benefits they have looked at how Cardiff performs compared to the rest of Wales and the UK and Cardiff are performing quite well considering the cut in staffing, so to maintain the targets is good. With regard to Rent Arrears, there have been changes in ways benefits are paid etc. so Officers considered that the targets are quite challenging considering the current climate.
- Members asked whether Phase One sites in the Housing Partnerships Programme were likely to slip. Officers stated that a decision on procurement was expected in September, outline planning had been done already, then discussions would take place with whichever contractor is awarded the contract, so there could possibly be a delay between appointment and work commencing but Committee will be kept updated on progress.
- Members asked how Corporate Plan priorities, and the priorities of the business plans fit together. Officers explained that previous corporate plans had been very specific and had become difficult to manage; now there was a

strong direction of key priority areas in the corporate plan which gives a line of sight for the directorate. It was added that there is nothing in the business plan that does not link back to the Corporate Plan and vice versa.

- Members discussed Cardiff's readiness for the introduction of Universal Credit. Officers advised that the initial roll out was due on 30 November 2015 and that the Department of Work and Pensions would provide funding for support, help people open bank accounts and help fund digitalisation.
- Members asked how realistic the deadline of Quarter 2 is for the Maelfa redevelopment. Officers advised that a meeting would be arranged shortly with ward Members and that they believe the timescales to be realistic.
- Members commended the alley gating work that had taken place in Grangetown, the success of Cardiff not using B&B as temporary accommodation and the work on the North Grangetown renewal area. Officers agreed that renewal area had been a great scheme, however the Welsh Government Funding had now stopped so it wouldn't be rolled out to other areas, they added that Grangetown would be making use of other funding for improvements and the Hub. Alley gating is a city wide scheme and is ongoing, there are processes with residents to go through to get buy in before schemes can be started.
- Members asked about Domestic Violence recommissioning and when the support service would be in place. Officers explained that they are working with the Police and Crime Commissioner on the recommissioning process and that it is hoped that the work will be joint with the Vale. It is a complicated commissioning process and March 2017 is a conservative estimate. Councillor Elsmore clarified that this item falls within Councillor De'Ath's portfolio.
- Members asked about the social services telephony service and how the assessments were taking place without a social worker on site. Officers explained that a social worker is available if needed and that the call staff have been trained and that it seems to be operating satisfactorily to date.

Members were provided with a presentation on the Draft Health & Social Care Directorate Delivery Plan 2015/2016; which included information on Line of Sight, Directorate Responsibilities; Key Corporate Indicators; Achievements'; 'What we will do' and a target operating model – services for vulnerable adults.

The Chairperson thanked officers for the presentation and invited questions and comments from Members:

- Members asked that as overspend in this area is continually rising, whether the 2015/16 budget was realistically set, and if officers are confident that this budget is tighter and that advice given prior to budget setting was more realistic than previous years. The Cabinet Member gave assurance that there would be much greater visibility with regards to targets and savings and what can be achieved; there would be open conversations and it was crucial to understand the data, the demands and the demographic profile.

- Members noted that the plan was incomplete and asked when a complete version would be submitted to the Committee. Officers advised this would be by the end of the month.
- Members were concerned that the achievements listed masked the overall dire situation. Members sought assurances that improvements in PPDR and Sickness would be delivered; Members noted that 35% of the staff were at the end of their working life and sought information on workforce planning and how all these issues would be addressed this year. Officers agreed that there was a great deal still to do. The significant issue of clear communication to get staff engaged in the change process rather than disengaged and with low morale needed to be addressed. They added there were opportunities now to break down the silo of directorate working and focus on the best way to meet needs.
- Members noted that at the end of quarter one, operational managers don't have the targets to focus on with their teams. Officers explained that it is very clear through PPDR's and team meetings that there is a very clear target to meet, this should be applied across the board.
- Members asked what work was being done on the changing demographic across the City. Officers stated that they have the projections on the growing population, and figures were very different across the City; there is an increase in population, however this doesn't have to mean an ever growing cost for social care services, prevention work gives cause for hope, changes for improving outcomes should be better for Council budgets.
- With reference to the Housing Act, Members noted that the target operating model outlined on the last slide of the presentation referred to Vulnerable Adults; Members sought confirmation that it was for all recipients of social care and housing. Officers explained that this particular group had been brought together but it would provide a gateway service for the rest of the service users.
- Members asked what modelling or scoping work had been undertaken on developing social enterprises. Officers explained that they would encourage social enterprise where sustainable but noted that they take time to develop. It was added that the Council needed to be clear about what it supports financially. It was noted that officers were looking at volunteering, time banking, and using the third sector and voluntary sector to harness these. It was added that this was an opportunity to review the current commitment with the third sector to ensure that it is value for money, compliant and outcome focussed. Contractors are also asked to be creative with use of volunteers and time banking.
- Members considered that safeguarding should be more explicit in the plan.
- Members sought further information on work being undertaken with developers to ensure that people are able to live in their homes for longer. Officers stated that this was being picked up with the local housing market assessment; it can't be enforced on developers but it will inform planning and will also be put in the Housing Strategy.

- Members noted that the target operating model single point of access was for all vulnerable adults and asked where it fits with service users groups that have not been mentioned such as Learning Disabilities, Sensory Impairments and Mental Health services. Officers explained that it shouldn't be a barrier; the figures coming in from Learning Disabilities are low, at around 8 per year. With regards to Mental Health officers noted that service users are routinely referred via their G.P, there are 400-600 referrals each month of which 70/80% are managed with short term interventions such as signposting and depression/anxiety management. With reference to the single point of access the Primary Health Service take around 600-800 per month so it's a significant number. Officers added that the process was incremental at the moment and not at the final point.
- Members discussed Day Centre's and the Cabinet Member reiterated her commitment at Budget Council not to close Day Services until the next steps had been taken, to be able to offer better services to individuals from community organisations.

The Chairperson thanked the Cabinet Member and Officers for attending the meeting, giving their presentations/views and for answering Members questions.

AGREED – That the Chairperson writes on the Committee's behalf to the Cabinet Member to convey their comments and observations.

7 : WORK PROGRAMME 2015/16

The Constitution states that each Scrutiny Committee will set its own work programme for the forthcoming year (Scrutiny Procedure Rule 7). The Committee is tasked with constructing a work programme for the year ahead that ensures the time available to the Committee is used most effectively, by considering items in a timely fashion that maximise the impact of scrutiny.

Members were invited to consider the approach they would like to take to setting the work programme for the municipal year 2015-16.

Members discussed the ways in which this had previously been done; and the ways in which other Committees undertake this task.

RESOLVED:

- I. That the principal scrutiny officer compile a list of potential topics and circulate to Members;
- II. That the principal scrutiny officer contact a range of stakeholders as potential witnesses;

- III. That the principal scrutiny officer arrange a work programming forum and bring back a report to the next Scrutiny Committee meeting on 8 July 2015 for approval;
- IV. To agree that all future meetings start at 5.00pm.

8 : CARERS UPDATE

Members were advised that this report clarified some misinformation that had been provided at the previous meeting with regards to the Carers Information Centre. At the previous meeting Members had been advised that this had closed.

Health and Social Care officers have contacted Scrutiny services to advise that the centre has not closed; third sector agencies and volunteers are operating the centre with the University Health Board's Patient Experience Team overseeing the work. In the last 12 months there have been nearly 1000 visitors to the centre.

RESOLVED: to note the report.

9 : DATE OF NEXT MEETING

The next meeting of the Community and Adult Services Scrutiny Committee is scheduled to take place on Wednesday 8 July 2015 at 5.00pm.

The meeting terminated at 7.30 pm



5 June 2015

Councillor Susan Elsmore
Cabinet Member (Health, Housing and Wellbeing)
c/o Room 520
County Hall
Cardiff
CF10 4UW

Dear Susan

Community & Adult Services Scrutiny Committee Meeting – 3rd June 2015

Thank you to you and officers for attending the above committee and for your kind welcome to me as Chair; I am pleased to be in this role and look forward to a productive year of scrutiny. This letter captures the agreed comments, observations and recommendations of the Committee with regard to the draft 2015/16 Business Plans for the Communities, Housing & Customer Services and Health & Social Care directorates.

With regards to both Business Plans, Members understand the wish to show the Corporate Plan commitments separately from core business commitments and it is useful that these are shown grouped under the relevant Corporate Plan Improvement Objective. However, Members feel that it would be easier to read if all the commitments that fall under an Improvement Objective were displayed together, rather than at present where the Corporate Plan commitments are in Part One and the core business commitments are in Part Two. Alternatively, there could be cross-referencing between Part One and Part Two for the commitments that link together. Members therefore recommend that thought be given to how to improve the layout of the commitments, in the light of our comments above.

Also with regards to both Business Plans, Members have concerns about the style of the performance measures listed against each commitment. Many of these are through-put or product related, as opposed to outcome related, which is something Members recommend is corrected for next year's plans. In addition, several are of a very general nature; Members note Sarah McGill's answer that these provide an overview, and that further work will be undertaken to work up details below this level, and that these details would be used to inform teams and individual staff, via PPDRs, exactly what is required of them, enabling this to be measured and

monitored. Members wish to receive anonymised examples of PPDRs that show this linkage.

Finally for both Business Plans, Members recommend that there is more mention of the responsibilities of Directorates with regard to safeguarding, not just those detailed in the Corporate Plan but the duties on all staff with regard to safeguarding.

Moving on to the draft 2015/16 Communities, Housing and Customer Services Business Plan, Members questioned the targets that have been set for 2015/16 and 2016/17 and note the answers given by Jane Thomas that there has been rigorous work to ensure that the targets set are achievable, within the resource constraints. Members felt reassured by this but reserve the right to further probe the targets when the Quarter One performance reports are brought to Committee.

Members asked several questions about specific commitments and note the following points:

- That the Domestic Violence Re-commissioning process is likely to be time-consuming, which is why a conservative timescale of March 2017 has been given;
- That this Committee's Members will be kept informed if work on the Housing Partnership Programme slips from the dates stated in the Business Plan;
- That there will be a new team to assist tenants with the implementation of Universal Credit and that it is hoped the DWP will provide funding for a further team to assist other citizens affected by the implementation of Universal Credit;
- That the Adult Services contact and assessment telephony service is already operational without a Social Worker on site although a Social Worker is available when needed.

With regard to the last bullet point, Members wish to receive details of the systems that are in place to ensure the quality of the assessment process and wish to receive details of the data resulting from these systems.

Moving on to the draft 2015/16 Health & Social Care Business Plan, Members note that the Plan is very draft and wish to accept Sarah McGill's offer to forward the completed Business Plan by the end of the month. Members discussed in broad detail the challenges facing the Health & Social Care Directorate and were interested to hear Sarah McGill's analysis of the need to address disengagement and overcome silo working, empowering staff by being clear what is expected of them and involving staff in the process of change caused by the clear need to better integrate housing, social care and health.

With regard to the final point above, Members were very interested in the proposed Target Operating Model and wish to be kept informed of progress in delivering this;

we would expect to be offered the opportunity to scrutinise the significant changes this model will lead to, once there are more details of these changes. Members have two immediate comments to make, which are: we welcome the attempt to clarify and simplify access for potential and actual service users and clients: and that thought be given to the title of the model as the term 'Vulnerable Adult' has a legal meaning in relation to safeguarding and that limiting the model to solely vulnerable adults is not within the spirit of the Social Services and Well Being (Wales) Act 2014.

Members also note your answer to the questions regarding the achievability of this year's savings, namely that there will be better systems in place with regard to tracking and monitoring budgets, and your assurance that there will be more visibility with regards to savings to enable a more open conversation to take place; we welcome this.

With regard to our questions about specific commitments, we note the following points:

- That there is a new leadership group to tackle Delayed Transfer of Care, consisting of Cabinet Members from the Vale of Glamorgan Council and Cardiff Council, the Chair of the University Health Board and relevant officers;
- That there were 572 service users using Direct Payments, as at 3rd June 2015, and that there is confidence that the target of 700 can be achieved;
- That PPDR's and staff supervision sessions are still being used to stress the requirement to offer carer's assessments and that work is underway to understand how high performing local authorities achieve their carer's assessments rates;
- That work to date on alternative delivery of services via the third sector and community groups has resulted in a pool of volunteers being recruited, further work on time- banking and Lloyds Bank offering to provide Business Support Advisors free of charge to assist Community Asset Transfers etc.;
- That day centres will remain open until service users are found suitable, alternative provision and that new service users will be referred to day centres if required;
- That the figure of £2.4 million on Page 12 is an error and will be corrected to read £5.59 million.

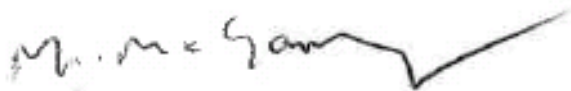
During the way forward discussion, Members talked about the impact of the Social Services and Well Being (Wales) Act 2014; we wish to receive the implementation plan for this at our next meeting on 8th July 2015.

This letter requires a response, please, as it contains the following:

- recommendation that thought be given to how to improve the layout of the commitments sections of Business Plans, in light of comments at the start of this letter;
- recommendation that performance measures be outcome related in next year's plans;
- recommendation to increase details of the responsibilities of Directorates with regard to safeguarding;
- request to receive anonymised examples of PPDRs that show the linkage between these, Business Plans and the Corporate Plan;
- request to receive details of the quality control systems and resultant data with regard to the Adult Services contact and assessment telephony service;
- accept Sarah McGill's offer to forward the completed 2015/16 Health & Social Care Business Plan by the end of this month;
- recommend that thought be given to the title of the Target Operation Model; and
- request to receive the implementation plan Social Services and Well Being (Wales) Act 2014 at our next meeting 8th July 2015.

I hope this letter is of assistance in finalising the Business Plans,

Yours sincerely,



COUNTY COUNCILLOR MARY M^CGARRY

Chairperson - Community & Adult Services Scrutiny Committee

Cc: Sarah McGill Andy Cole Amanda Phillips Jane Thomas
 Claire Deguara Liz Patterson Nick Blake Cheryl Cornelius